



LEROY D. BACA, SHERIFF

County of Los Angeles
Sheriff's Department Headquarters
4700 Ramona Boulevard
Monterey Park, California 91754-2169



March 9, 2012

The Honorable Board of Supervisors
County of Los Angeles
383 Kenneth Hahn Hall of Administration
Los Angeles, California 90012

Dear Supervisors:

SHERIFF'S DEPARTMENT OVERTIME REPORT BACK

This correspondence is in response to your Board's March 16, 2010, request for a bi-weekly status report on the Los Angeles County Sheriff's Department's (Department) overtime curtailment efforts and its impact on Department operations. This report reflects the impact on our service levels for the two-month period of December 1, 2011, through January 31, 2012, and how the continued budgetary curtailments erode the Department's public safety mission.

In March 2010, the Department began its 16-month effort to cut \$128 million from our budget through Fiscal Year (FY) 2010-11. The Department is continuing that effort for the current FY 2011-12. Through the use of the Cadre of Administrative Reserve Personnel (CARP) program, the practice of using overtime funds to fill vacancies has been eliminated. The CARP program entails reassigning the majority of the Department's sworn administrative, investigative, and training staff to line positions, which require mandatory staffing for 20 percent of their work week. This leaves CARP members only 32 hours per week to complete their primary duties.

The Department's overtime expenditures for the two-month period of December 1, 2011, through January 31, 2012, was \$14,622,530. Sixty-nine percent of this expenditure is reimbursable through contracts, grants, or other revenue sources. Factoring out the reimbursable hours reduces the Department's actual expenditure for overtime to \$4,532,192. During this two-month reporting period, CARP personnel filled 10,037 positions in lieu of operating with reduced line staff or expending overtime.

A Tradition of Service

The Department met its commitment to cut \$128 million from our budget within the 16-month period through June 2011. The CARP program has been the most effective strategy to achieve this goal. This brings the total number of CARP shifts worked between March 2010, through January 31, 2012, to 98,131.

Although the use of the CARP program has been effective in reducing overtime expenditures, the loss of eight hours of investigative, supervisory, or administrative work per week per CARP participant has had detrimental effects on the Department's operational efficiency. Reported examples of the mounting operational impacts experienced due to CARP and overtime reduction measures during this reporting period include:

- All divisions continue to report delays and an inability to perform their daily duties due to participating in the CARP program. All divisions report a decrease in staff supervision as supervisors CARP into lower level positions and supervisor vacancies are left unfilled. The Los Angeles County Department of Human Resources conducted a semi-annual personnel evaluation audit. During the July 1, 2011, to December 31, 2011, audit, the Department was 86 percent compliant, where in the past the Department has been at or near 100 percent compliant. This change is a direct result of administrative duty hours lost due to CARPing.
- Technical Services Division is experiencing a continued significant reduction in productivity. Communications and Fleet Management Bureau reports that the Advanced Surveillance and Protection and the Mobile Digital Computer project has slowed significantly and they are experiencing one to two days of work lost per week due to CARPing. This is critical because the current Mobile Digital Terminals can no longer be repaired or replaced. Scientific Services Bureau reports a continual monthly increase in backlog in the Automated Fingerprint Index System, controlled substance testing, chemical processing, latent print comparison, and homicide comparison cases. Due to the inability to use overtime to cover behind staffing shortages, Records and Identification Bureau (RIB) reports a continual increase in their inability to complete background checks sought by law enforcement agencies from around the nation, review booking jackets, seal court ordered arrest records, and complete the quality assurance checks for imaged records. The backlogs are growing to an unmanageable level. RIB will cancel its participation in the annual command inspection due to personnel shortages, lack of personnel experience, and resource reallocation.
- Leadership and Training Division, including the Civil Litigation Unit (CLU), the Discovery Unit, and Field Operations Support Services, report delays and the postponements of projects, tasks, and day-to-day duties. The CLU personnel are CARPing on a weekly basis, which is causing risk management issues, including the inability to gather documents and discovery in regards to a high media profile

lawsuit, process several investigative reports, prepare and attend two high dollar mediations, review new lawsuits, and follow-up on outstanding claims. Field Operations Support Services were unable to research AB109 Field Operations Directive. Bureau of Labor Relations and Compliance reports delays in obtaining information for the Chief Executive Office staff regarding demographics of the Department. Traffic Services Bureau reports three overdue reconstruction reports for the District Attorney's Office, significant delays in reviewing a multi-million dollar lawsuit against the County involving a collision with one of the Department's transportation buses, and a multi-million dollar lawsuit against the County involving an on-duty deputy involved fatal collision.

- Homeland Security Division reports a shortage in Aero Bureau personnel to support all flight operations. Metrolink detectives have been unable to investigate or complete their cases in a timely manner. Detectives from Transit Services Bureau continue to have a significant increase in their caseloads and have been unable to follow-up on active cases in a timely manner. The pending caseloads have continued to increase and detectives have been unable to follow-up on their investigations. Special Enforcement Bureau was unable to assist with several warrants and calls for service. County Services Bureau's case workloads have significantly increased due to a shortage of investigators. Executive Force Case Reviews are delayed due to CARPing commitments. Newly assigned cases that are time sensitive are delayed due to CARPing. There are continued delays in processing risk management reports.
- Court Services Division (CSD) reports a continued increase in workload for professional staff due to staffing vacancies and the inability to use overtime. The backlog of requests for service of levies and eviction cases continue to increase significantly. CSD reports an increase in the number of unprocessed collections resulting in significant unrealized revenue. CARPing requirements and the inability to use overtime have caused delays in keeping up with the demand in requested services. At the Civil Management Unit, CARP requirements for sworn personnel, coupled with the inability to use overtime to handle the backlog of work assigned to the professional staff, has significantly increased. The monthly average of process served by sworn personnel has decreased in activity by 10.7 percent. Because of CARPing requirements and the inability to use overtime to keep up with the demand in requested service, the average number of days to the first attempt at service from all process has gone up from 9 to 11 days. On average, the first attempt at service for Temporary Restraining Orders has increased from 3 to 5 days.
- Custody Division reports that curtailment and partial facility closures have continued to reduce inmate housing, leading to an increase in inmate population density. Thousands of hours of administrative and public safety hours have been lost due to CARPing of personnel. CARP responsibilities have also created a decrease in

security and an increased workload. The Legal Unit was unable to log and process personnel weekly updates, ride-along requests, and civil claims. Proactive internal audits of new electronic tracking have been postponed. Follow-up and completions of the monthly inspections are being completed; however, there have been delays in processing the paperwork and completion of proactive reviews of policy and updates (Standards and Compliance).

- Correctional Services Division reports a continued increase in the backlog of administrative projects and reports. Medical Services Bureau (MSB) continues to have backlogs of court orders and extradition responses. MSB is experiencing delays in transferring State prisoners to State prison. These delays are due to CARPing responsibilities and have resulted in a backlog of medical paperwork and an increased cost to the County. MSB currently has a significant number of overdue evaluations that are incomplete. Inmate Reception Center (IRC) reports delays in the "Quality Control" of inmate jackets, which has a potential to cause over detentions and erroneous releases. Over-the-counter bookings at IRC were periodically closed due to the lack of document control clerks and the inability to hire additional staff utilizing overtime. The movement of all document control personnel from the Century Regional Detention Facility (CRDF) to IRC to offset overtime has reduced 70 or more shifts of clerk overtime per week, but it has continued to cause delays in the release process of female inmates at CRDF.
- Field Operations Regions are continuing to report a significant amount of County patrol services lost due to a shortage of personnel, which have resulted in extended response times to calls for service. Field supervisor positions are left unfilled due to a shortage of supervisors. Operation Safe Streets (OSS) Bureau, Gang Enforcement Teams are fully staffed only 50 percent of the work week. OSS investigators are short staffed causing time sensitive cases from being actively investigated, solve rates have decreased, and case backlogs continue to increase because station detectives have less time to spend investigating their cases. Significant hours of direct line supervision, clerical, and contract services are lost due to a shortage of personnel.
- Detective Division reports there are significant investigative follow-up hours lost due to the CARPing of investigators. Follow-up on leads of active investigations, including homicide cases, are postponed due to the curtailment of overtime and the investigators inability to complete them in a 32-hour work week. There is a continued reduced level of continuity and efficiency of investigations due to lost hours.

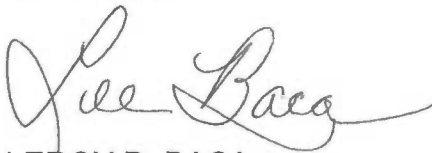
The Department is making every effort to ensure public safety is not compromised as a result of our overtime reduction measures. However, despite our best efforts, we have experienced a noticeable decrease in Departmental efficiency as we strive to fulfill our

budgetary obligations. Due to ongoing budgetary curtailments, CARPing will be required to remain in effect during FY 2011-12, with the expectation that there will be continued serious impacts on investigations, training, risk management, and administrative operations. CARPing was intended to be a temporary measure to meet budgetary curtailments over a 16-month period. Department personnel have embraced the reason for CARPing and have collaboratively made the program a success. However, it has taken a significant human toll on Department personnel, as well as the erosion of public safety. The Department will be unable to sustain the continuation of CARPing beyond the current fiscal year.

It must be the highest priority of your Board to restore critical funding to my Department's budget and eliminate the necessity to continue the CARPing program beyond the current fiscal year.

As always, I look forward to working with your respective offices in a collaborative manner during this period of continued budgetary uncertainty. Should you have any questions or require additional information, please contact Division Director Victor Rampulla, Administrative Services Division, at (323) 526-5357.

Sincerely,

A handwritten signature in cursive script, reading "Leroy D. Baca". The signature is fluid and stylized, with the first name "Leroy" and last name "Baca" clearly distinguishable.

LEROY D. BACA
SHERIFF